Carolyn Kay is a labour and employment lawyer in Hicks Morley's Toronto office. She advises employers on the wide range of legal rights and responsibilities associated with their relationship with employees and unions.

Carolyn regularly appears as counsel on behalf of employers in a variety of forums including rights and interest arbitrations, the Human Rights Tribunal of Ontario, the Ontario Labour Relations Board and the Pay Equity Hearings Tribunal. Carolyn provides ongoing advice to employers in their collective bargaining relationships including negotiations. She is regularly engaged in the development of, and training with respect to, employment-related policies designed to ensure compliance with a broad range of statutes and other legislative obligations.

Carolyn is a member of the firm's Executive Committee and she heads up the firm's practice group for pay equity, an area in which she has developed a singular expertise.

In her spare time Carolyn likes to decompress by finding a quiet corner to read a good book or watch mindless old sitcoms. Carolyn thoroughly enjoys her role as a grandmother and the growing number of grandchildren continues to keep her on her toes.

Practice Areas

Employment Law Human Rights Labour Relations Pay Equity Workplace Safety & Insurance

Industries

Arts & Sports Colleges Construction Education Energy & Utilities Financial Services Government Ministries & Agencies (Federal and Provincial) Healthcare Hospitality & Gaming Long-Term Care and Home Care Manufacturing Media & Communications Membership Associations Municipalities & Municipal Agencies Retail & Wholesale Trade School Boards Social Services Transportation & Warehousing Universities

Awards & Recognition

The Best Lawyers in Canada™ (2011–2024)
Labour and Employment Law

Canadian Legal Lexpert® Directory (2014–2024)
Labour Relations (Consistently Recommended)

Canadian Legal Lexpert® Directory (2024)
Employment Law (Repeatedly Recommended)

Who's Who Legal – Global Leader (2023)
Labour & Employment

Who's Who Legal – National Leader, Canada (2020–2023)
Labour, Employment & Benefits

Best Lawyers® Global Business Edition (2018)
Labour and Employment Law

Memberships & Affiliations

Canadian Bar Association – Member

The Canadian Credentialing Committee for the College of Labor and Employment Lawyers – Chair

The College of Labor and Employment Lawyers – Board of Directors, Elected Fellow

Ontario Bar Association – Member (Labour & Employment Law)

Select Publications & Presentations

“Pay Equity Issues that Women in Law Face – Legislation, Tribunals & Other Remedies that Women Can Use” Canadian

Defence Lawyers' Women's Caucus & Diversity and Inclusion Committee Joint Panel Webinar (May 25, 2022)

"Ontario and Federal Pay Equity: An Overview" Human Resources Professionals Association Ottawa (January 12, 2021)

Program Instructor, "HRPA Pay Equity Certificate" Human Resources Professionals Association (each April and September since 2015)

Education

York University, Osgoode Hall, J.D.

York University, B.B.A.